

Adopted: February 5, 2019

**ACADEMIC SENATE  
Of  
CALIFORNIA POLYTECHNIC STATE UNIVERSITY  
San Luis Obispo, CA**

**AS-863-19**

**RESOLUTION ON ENDORSING THE STRATEGIC PRIORITIES, GOALS, AND  
IMPLEMENTATION PLAN OF CAL POLY'S DRAFT STRATEGIC PLAN**

**Impact on Existing Policy:<sup>i</sup>**

- 1    WHEREAS,    In May 2011, the Academic Senate passed resolution AS-728-11, which  
2                    endorsed The Cal Poly Strategic Plan – V7, as a strategic framework; and  
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- 4    WHEREAS,    AS-728-11 defined the key components of a strategic plan to be “a vision  
5                    statement, a mission statement, a set of goals to achieve the mission and  
6                    vision, and a set of key performance indicators”; and  
7
- 8    WHEREAS,    AS-728-11 called upon the Academic Senate to establish a committee to  
9                    collaborate with the administration in further developing the Cal Poly  
10                  Strategic Plan; and  
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- 12   WHEREAS,    Resolution AS-812-16 adopted in March 2016 charged the Budget and Long-  
13                  Range Planning Committee to work with the administration to further  
14                  develop the University’s Strategic Plan; and  
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- 16   WHEREAS,    AS-812-16 requested the Budget and Long-Range Planning Committee to  
17                    ensure that the Administration developed a “succinct set of specific  
18                    measurable goals and actions, key performance indicators for these goals  
19                    and actions, and a timeline for the goals and actions to be accomplished”;  
20                    and  
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- 22   WHEREAS,    The Budget and Long-Range Planning Committee has worked with the  
23                    administration to update the strategic objectives and goals of the  
24                    University’s Strategic Plan which can be found in the accompanying  
25                    appendix; and  
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- 27   WHEREAS,    The administration has reached out to the campus community to build a  
28                    new set of strategic objectives and goals that align with the University’s  
29                    mission and vision; and  
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- 31   WHEREAS,    The administration and the Budget and Long-Range Planning Committee  
32                    agree that the strategic objectives and goals of the current strategic plan  
33                    capture the key goals the university would like to achieve; and

34 WHEREAS, The process of implementing the strategic plan will include the  
 35 establishment of a committee for each priority; and  
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 37 WHEREAS, Each committee will be led by the executive champion for that priority and  
 38 include the senior sponsor for each goal under that priority; and be it further  
 39  
 40 WHEREAS, The current draft of the strategic plan does not have a set of key  
 41 performance indicators and metrics developed and finalized; therefore, be it  
 42  
 43 RESOLVED: That the Academic Senate endorse the seven Strategic Priorities and  
 44 accompanying goals of the current draft plan, and be it further  
 45  
 46 RESOLVED: That the Academic Senate endorse the Strategic Implementation Plan in the  
 47 current draft plan, and be it further  
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 49 RESOLVED: That the Academic Senate encourage the Administration to allocate  
 50 adequate funding to achieve the plan and its targeted goals, and be it further  
 51  
 52 RESOLVED: That the committee for each priority should include student, staff, and  
 53 faculty representatives that are drawn from the breadth of individuals from  
 54 the university structure, and be it further  
 55  
 56 RESOLVED: That the administration will work with the BLRP committee to finish  
 57 developing the key performance indicators for each strategic priority, to be  
 58 completed by May 2019, and be it further  
 59  
 60 RESOLVED: That the Academic Senate call upon the Administration to have a final draft  
 61 of the University's Strategic Plan completed by May 2019, which will include  
 62 the strategic priorities, underlying goals, and the key metrics for the  
 63 strategic priorities.  
 64

Proposed by: Academic Senate Budget and Long-Range  
 Planning Committee  
 Date: January 8, 2019

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# Appendix



CAL POLY

DRAFT

## Strategic Plan 2018- 2023

Brief Version (11/5/18)

### Foundations

The Strategic Plan for Cal Poly is designed to provide direction for the future of the university through 2023. This plan is grounded in Vision 2022 as well as the Academic Plan for Enrollment and the Master Plan, as well as the university's mission, vision and values.

#### ♦ Mission and Values

Cal Poly fosters teaching, scholarship, and service in a learn-by-doing environment where students and faculty are partners in discovery. As a polytechnic university, Cal Poly promotes the application of theory to practice. As a comprehensive institution, Cal Poly provides a balanced education in the arts, sciences, and technology, while encouraging cross-disciplinary and co-curricular experiences. As an academic community, Cal Poly values free inquiry, cultural and intellectual diversity, mutual respect, civic engagement, and social and environmental responsibility.

#### ♦ Vision

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Cal Poly will be recognized as the premier comprehensive polytechnic university, with an unmatched reputation for promoting Learn by Doing and nurturing student success.

As the premier comprehensive polytechnic university, Cal Poly will play a critical role in shaping the future of California through the professional contributions of its graduates, faculty and staff. Through their innovations, leadership and commitment to social and political inclusion, Cal Poly graduates, faculty and staff will improve their local communities and the broader world that their actions touch.

To achieve our vision Cal Poly will focus on student success by continuing to create and nurture a diverse and inclusive learning community. Student success is achieved only with faculty and staff success. The culture of success requires infrastructural strength, sustainable practices, local and state economic development and financial health.

**Vision 2022.** Introduced to the campus by President Armstrong in May of 2014, Vision 2022 provided the groundwork for the master-plan process and several divisional strategic plans. The following founding and guiding principles from Vision 2022 function as four dimensions along which strategic decisions will continue to be evaluated:

- Learn by Doing
- Student Success
- Excellence Through Continuous Improvement
- Comprehensive Polytechnic State University

These founding and guiding principles are the basis of the university's strategic plan, as are the vision's six strategic objective:

- Enhance student success
- Create a vibrant residential campus
- Increase support for the Teacher-Scholar Model
- Create a rich culture of diversity and inclusivity
- Secure the financial future of the university
- Develop a greater culture of transparency, collaboration, and accountability

### ✦ Learn by Doing

Conceived as a Learn by Doing institution in 1901, Cal Poly was described at the time by journalist Myron Angel as a school that would "teach the hand as well as the head." Today Cal Poly remains committed to its Learn by Doing philosophy, which the Academic Senate has defined in this way: "Learn by Doing is a deliberate process



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whereby students, from day one, acquire knowledge and skills through active engagement and self-reflection inside the classroom and beyond it.”

Learn by Doing at Cal Poly takes many forms. Through curricular and co-curricular experiences faculty and staff work closely with students to meet learning objectives through experiential learning and provide opportunities for students to participate, often simultaneously, in discovery learning through problem solving. For many students, the capstone senior project, which was introduced to the curriculum in 1942, exemplifies the intentional blend of experiential and discovery learning that is the signature of Cal Poly’s Learn by Doing philosophy.

From the practice of the Learn by Doing philosophy emanates all success for faculty, staff, and students. Cal Poly students are motivated high-achievers who arrive with a commitment to a major, indicating that they have a clear vision of their academic and professional future, which they expect the university to support. The side-by-side Learn by Doing curriculum is designed to provide students with concrete experience in their majors and in general education from day one. Cal Poly faculty and staff have built programs that have positioned the university as one of the most selective public universities in the United States. Faculty hone their skills in the classroom, co-curricular activities, in their research and creative activities and through collaborations with each other.

### ◆ **Teacher-Scholar Model**

As practiced at Cal Poly, the Teacher-Scholar Model includes meaningful student engagement in faculty scholarly activity and inclusion of scholarship in teaching to create vibrant learning experiences for students. Scholarship is defined in general terms as the scholarships of discovery, application, integration, and teaching/learning (Boyer, 1990), implemented in a discipline-specific manner while mindful of Cal Poly’s mission.

### ◆ **Student Success**

The outcome of Learn by Doing and the Teacher-Scholar Model is student success. Cal Poly is uniquely focused on the student experience, both inside and outside of the classroom. Most easily defined through the Graduation Initiative 2025, the system-wide effort to facilitate student retention and timely graduation, student success at Cal Poly comes to life at annual commencement ceremonies, but it is also vibrantly on display on the athletic fields, in community service activity throughout San Luis Obispo, in student leadership opportunities and in senior projects among many other examples.

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Every person who works and supports Cal Poly is dedicated to student success. Our faculty and staff operate in a collective partnership designed to maximize each other's expertise in advancing the student experience. As we continue to remain focused on student success, we emphasize student needs and their success as a decision-making factor over all others.

Student success cannot happen without a commitment to creating the most inclusive campus climate possible. Every person, no matter the identities they have, must feel welcome and valued at Cal Poly. This element of student success is critical because, at our core, Cal Poly is a collection of focused human beings who thrive on the collective impact we have when we support each other and our larger goals.

♦ **Strategic Priority 1: Enhance the Success of All Cal Poly Students**

Goal 1A: Maintain and enhance Cal Poly's signature pedagogy of Learn by Doing.

Goal 1B: Assure that all students attain the knowledge, skills, and understanding to thrive in a diverse, evolving, and competitive environment.

Goal 1C: Ensure access to an excellent education for all California students by providing financial aid support for those with the greatest economic need.

Goal 1D: Improve first year and transfer student graduation rates and eliminate achievement gaps for all students to meet the goals of the CSU's Graduation Initiative 2025.

Goal 1E: Provide an additional high-impact experience for every undergraduate student<sup>1</sup>.

♦ **Strategic Priority 2: Cultivate the Excellence of All Employees**

Goal 2A: Recruit and retain the best employees.

Goal 2B: Foster inclusive and excellent teaching practices through continued faculty development.

Goal 2C: Encourage innovative scholarship in all its forms — discovery, application, integration, and engagement, as well as teaching and learning.

Goal 2D: Promote professional development opportunities for all employees.

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Goal 2E: Communicate and share more broadly the significant achievements of all employees.

♦ **Strategic Priority 3: Enrich the Campus Culture of Diversity, Equity, and Inclusion**

Goal 3A: Create an aligned and cohesive focus on diversity and inclusion across the university.

Goal 3B: Create and sustain a more diverse, equitable, and inclusive university community that reflects and serves the diverse people of California.

Goal 3C: Prepare all students for their future through an education that includes diversity learning and reflects the principles of Inclusive Excellence<sup>1</sup>.

Goal 3D: Further develop a campus climate that reflects the values of diversity, equity, and inclusion, as well as free inquiry and mutual respect.

♦ **Strategic Priority 4: Strengthen our Portfolio of Academic Programs**

Goal 4A: Make the General Education program a distinctive, mission-driven experience that prepares students for their personal and professional lives.

Goal 4B: Develop innovative and sustainable undergraduate degree programs that meet the present and future needs of society and industry.

Goal 4C: Pursue innovative and sustainable initiatives in graduate, post-baccalaureate, and alternative academic programs that build on the university's mission and expertise.

Goal 4D: Address real-world problems, such as environmental sustainability, through interdisciplinary and international experiences, as well as, community and industry partnerships.

♦ **Strategic Priority 5: Create an Engaged, Vibrant, and Healthy Community for Students**

Goal 5A: Encourage the development of an ethos of individual social responsibility in every student.

Goal 5B: Ensure that all students engage in effective, out-of-the-classroom experiences that prepare them for a life-long relationship with Cal Poly.



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Goal 5C: Create the extracurricular facilities and co-curricular programs anchored in Learn by Doing that create a vibrant residential campus community.

Goal 5D: Cultivate a campus environment that emphasizes all aspects of personal and community wellbeing.

♦ **Strategic Priority 6: Leverage Data and Technology to Support the Institution's Mission**

Goal 6A: Create a robust technological experience that enables engagement within and beyond the borders of campus, connects people with university data and resources, and provides a secure, stable and modern technological ecosystem.

Goal 6B: Build relationships locally, nationally and globally to showcase the power of collaboration, support and advance the university's mission, and create alignment in the vision, priority, and pace of campus initiatives.

Goal 6C: Enable student success by creating a digital environment that empowers learning, teaching, and living at Cal Poly, while supporting the engagement of and alumni and prospective students.

♦ **Strategic Priority 7: Secure Our Future by Improving Finances, Facilities, and Systems**

Goal 7A: Ensure the economic viability of the institution through a resilient and sustainable business model, including public and private partnerships that enhance revenue.

Goal 7B: Foster a robust culture of philanthropy that allows the university to generate private gifts in support of institutional goals.

Goal 7C: Develop and maintain facilities that promote a sense of pride and confidence in the campus environment.

Goal 7D: Ensure the sustainability of the whole campus environment by making it smart, resilient, and carbon neutral.

Goals 7E: Ensure transparency of operations through clear and frequent communications at all levels.



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## **2018-2023 Strategic Plan Implementation**

The President's Cabinet will serve as the Steering Committee for the Strategic Plan and will oversee all aspects of the development and implementation of the plan. This includes prioritizing the implementation of goals, obtaining resources to achieve success, and making modifications to the plan as unforeseen conditions arise. Many goals will have natural overlap in tactics, and this consistency and focus is positive. The Steering Committee will ensure that where overlap exists, collaboration is occurring.

Each aspect of the plan will have an Executive Champion and a Senior Sponsor(s). Executive Champions are members of the President's Cabinet who will assume responsibility for selecting senior sponsors for the goals, establishing timelines for implementing the goals, and determining the metrics of success for each goal.

Executive Champions, with the support of the Senior Sponsor(s) will also be required to report on an annual basis the status of implementation and progress towards success metrics for each goal under their responsibility, and the university will provide a comprehensive and transparent update on the progress made under this plan.

Senior Sponsors are members of university leadership with expertise relevant to the goal and are charged with creating cross-divisional/college implementation teams that do the work of operationalizing the goal towards success, convening their teams, and making recommendations to President's Cabinet or other appropriate group when obstacles prevent achieving success or the context has shifted requiring a change in the goal.

Senior Sponsors report to the Executive Champion(s) for their goal and provide regular reporting on the progress of the implementation team.



OFFICE OF THE PRESIDENT

## MEMORANDUM

**To:** Dustin Stegner, Chair  
Academic Senate

**Date:** March 26, 2019

**From:** Jeffery D Armstrong, President

**Copies:** K. Enz Finken  
C. Villa  
K. Humphrey  
B. Britton  
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J. De Leon  
J. Maraviglia  
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**Subject:** Response to AS-863-19 Resolution on Endorsing the Strategic Priorities, Goals, and Implementation Plan of Cal Poly's Draft Strategic Plan

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This memo acknowledges receipt of the above-entitled Academic Senate resolution. The endorsement and support of the Academic Senate for Cal Poly's new strategic plan is appreciated.

As stated in my February 25, 2019 message (attached as a reference) to campus, I want to briefly reiterate that "the Cal Poly Strategic Plan is considered final." Additionally, we will, as a university community, "move into the collective work of implementing the strategic priorities and goals through specialized action plans," which will include the key metrics called for in this resolution. It was a truly collaborative process to get to this point and I anticipate the implementation of the plan will continue in the same manner.

Please extend my thanks to the Academic Senate members for their prompt attention to this matter.

*Attachment:* February 25, 2019 Message to Campus Community re: Strategic Plan Update